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26 JUL 1968

MEMORANDUM FOR: Special Assistant to the  
Deputy Director for Support

SUBJECT : Career Management

REFERENCE : Memo dtd 18 Jul 68 for DD/S Office Heads,  
fr SA/DDS, same subj

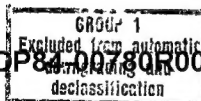
1. This memorandum is for your information.
2. Data concerning the current policies and procedures of the Personnel Career Service are attached, and our responses have been keyed to the questions posed in referent memorandum.

  
Robert S. Wattles  
Director of Personnel

Atts:

- (A) Career Board/Panel
- (B) OP Career Development Program

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ATTACHMENT (A)

Career Board/Panel:

1. The Personnel Career Service is served by a Career Board and a Junior Panel. The Board is comprised of four Members and a Chairman, Grades GS-15 and 16. The Junior Panel is comprised of four Members and a Chairman, Grades GS-13 and 14.

2. Both the Board and the Panel meet every six months to consider the promotion of Personnel Careerists on a competitive basis. For other purposes, the Board and Panel are convened whenever necessary.

3. The primary items which are considered to be in the purview of the Board are competitive promotions of SP Careerists in Grades GS-11 through GS-14, reassignment of Personnel Careerists, Senior training matters, and periodic Special Reviews of SP Careerists. The Junior Panel is responsible for the competitive promotion review of SP Careerists in Grades GS-07 through GS-11, and for such other matters as are directed to it by the Board.

4. The role of the Board and the Panel is an advisory one with final approval authority retained by the Director of Personnel as Head of the Career Service. In practice, however, the recommendations and advice of both the Board and Panel are largely accepted by the Director of Personnel.

Career Planning:

1. Very little formal career planning for individuals in the SP Career Service has been attempted nor is proposed in terms of developing individual plans which cover an extended period (such as five-year plans). We have found that a more realistic and practical approach to the development and progression of employees is the competitive selection of employees for specific assignments, based primarily on the following considerations:

- a. Employee qualifications for the assignment.
- b. Benefit to the employee in terms of experience and growth.
- c. Employee interest in the assignment.
- d. Acceptance of the employee by the gaining component.

However, at the junior (Career Trainee) grade level, the SP Career Service has recently implemented a Developmental Program which, to a limited degree, relates to Career Planning. An outline copy of this program is attached.

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2. Upon entry in the Personnel Career Service, each careerist who is included in the Developmental Program is advised of plans for his development under the Program over a three-year period. Other Personnel Careerists are advised of plans for their development only in terms of how a specific training program or assignment might add to their total qualifications for more responsible assignments during their careers.

3. Formal individual career plans are not developed for Personnel Careerists except as required in nominations for certain training programs. Generally, little use is made of such plans.

4. Employees assigned overseas are advised of their next assignment by official correspondence through the area Division concerned. The determination of assignment is based on individual preference as expressed in the Field Reassignment Questionnaire, in addition to those considerations noted in paragraph one. Employees assigned to Headquarters are advised of their next assignment by the Career Management Officer who has, in most instances, previously discussed the prospective assignment with the employee.

Career Management:

1 (a). Both the Board and the Panel hold a competitive promotion review twice each year. Prior to the Board and Panel Meetings, components throughout the Agency are requested to submit their recommendations for the promotion of Personnel Careerists. All recommendations thus received are reviewed by the Members of the Board/Panel who consider all other employees in the particular grade group. After considering all employees in the grade group, the Board/Panel will identify those careerists who appear to merit promotion and each Member will then rank such individuals according to the Members' best judgment. The rankings will then be consolidated by the Board and submitted to the D/Pers for his review. Available promotion headroom at each grade level is a major consideration in the selection process.

1 (b). External training - the Board identifies those careerists who best meet the criteria for the specific training involved and makes its recommendation to the Director of Personnel.

1 (c). Midcareer nominees are selected from among those employees who have previously been identified as mid-careerists by the Board. Selections for other internal training courses are generally made by the training officer and component Chiefs and are not reviewed by the Board.

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2. The Office of Personnel has no intra-Support Career Service rotation policy which provides for the rotational assignment of Personnel Careerists to other Support Career Services such as Finance, Logistics, etc. However, for years it has been our policy to endorse the rotational assignment of Personnel Careerists to Support/Administrative positions within the Support Career Service.

3. See item 1 under Career Planning.

4. The Office of Personnel system for identifying promising employees is based on a periodic Special Review of SP Careerists. Such reviews identify not only those employees who appear to be strongest but also those who appear to require special attention. Grades GS-07 through 14 are involved in this Special Review.

5. After identification, the careers of promising employees are not managed, as such, but are governed mainly by the selection procedures outlined in item 1 under Career Planning.

Statistics:

A. For FY 1968 four SP Careerists changed designations to another Career Service. The Career Services to which these employees transferred are as follows:

SP to R	2
SP to S	1
SP to SL	1

Total: 4 2

B. During this period 36 employees were accepted into the SP Career Service. Career Services from which these employees were transferred are as follows:

D to SP	10
IM to SP	2
R to SP	1
SC to SP	3
SD to SP	14
SJ to SP	5
SS to SP	1

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Total: 36 13

C. During this period 15 careerists rotated to positions outside the Central Personnel Office.

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ATTACHMENT (B)

Office of Personnel

Career Development Program

Upon entry into the Personnel Career Service, the Career Trainee will usually be given relatively short-term (1-year) assignments within the Central Personnel Office during the first several years of his career. Such assignments would be accomplished within the following flexible 3-year assignment program, after which the employee would move to a generalist position outside the Central Personnel Office or be assigned to a specialist function within the Central Office.

Initial (when practical)

Transactions and Records (up to one month)

1st and/or 2nd year

Placement  
Position Management & Compensation  
Contract Personnel

2nd and/or 3rd year

Benefits and Counseling (exit interviews, death cases, etc.)  
Retirement (technical)  
CSPS - (depending on the employee)  
WARO - (depending on the employee)

Final

Central Processing (up to one month)

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